



39TH ANNUAL

NONPROFIT ORGANIZATIONS INSTITUTE

The Nonprofit Sector in the Age of COVID-19: Challenges, Opportunities, and Responses

Speakers:

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Summary: Strategies that nonprofit organizations have used to mitigate the disruption in their governance, finances, programs and operations during the pandemic.

We will cover:

- Attrition and recruitment
- Charitable mission – expansion and tailoring
- Financing, investment, and endowment planning
- Silver linings and lessons learned

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The Great Resignation

- On the heels of the pandemic, nonprofits have had to face a new problem
 - According to the Forbes Business Council, in April of 2021, more people quit their jobs than during any month in almost a century.
 - We are not out of the woods yet – a record 4.5 million people quit their jobs in November 2021 alone
- HR desk and Boards have had to adapt.
 - Candidate-driven market
 - Search committees
 - Succession planning
 - Leadership turnover
 - Organizations doing soul searching



Workplace Shift – Physical Offices to WFH

- Working from home has become the “norm” during the pandemic. New issues and considerations are arising.
 - Previously fixed costs becoming optional (ex: physical office space).
 - State and IRS regulation of place of business, principal place of business, and related ramifications.
 - Determining state tax, employment, and registration requirements.
 - Public inspection requirement for 990.
- For nonprofit advisors: increased requests to use your office as your clients’ principal office?

Attrition – A Moving Target

- Charities have had to get more creative to retain people, despite demands for nonprofit services continuing to grow.
- The pandemic has forced charities (and other businesses) to offer more flexible solutions to retain top talent. This includes:
 - Remote working
 - Increased access to technology
 - Flexible working hours
- Charities have also had to seek out talent in new/growing spaces to adapt, including:
 - Skills in online events and fundraising
 - Social media and other online forms of communication
 - Remote training

Reframing Charitable Purposes and Activities

- Different program and mission responses to COVID
 - Narrowing focus within current mission:
 - Target specific communities within existing programs.
 - Shifting resources to prioritize immediate needs.
 - Reducing programs to stay afloat financially.
 - Expanding mission and strategies:
 - New substantive issues - disaster relief, racial justice, health, etc.
 - New strategies - grants to individuals and for-profits, PRI's and MRI's.
 - Expanding geographic service area.
 - Fundraising:
 - Increase use of on-line platforms and other virtual means.
 - Partnerships with corporations (CCV's and other cause-related marketing).
 - Tapping into reserve funds and borrowing.

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Also available as part of the eCourse

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